

2005

# Acquisition Senior Leaders and AMC Commanders Conference



AUG  
22-25

DETROIT, MICHIGAN

05

TOGETHER,  
SPIRALING TOMORROW'S  
**TECHNOLOGY**  
TO SOLDIERS TODAY!



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## SLCC Transformation Community Update

**MAJ James Bamburg  
AAC Transformation Project Lead**



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## Transformation Update Agenda

- AAC Transformation Campaign
- Transformation accomplishments for Year #1 (2004-2005)
- Transformation focus for Year #2 (2005-2006)
- Status on Transformation actions generated during the February Acquisition Work Force Conference
- August 2005 SLCC Transformation Activities





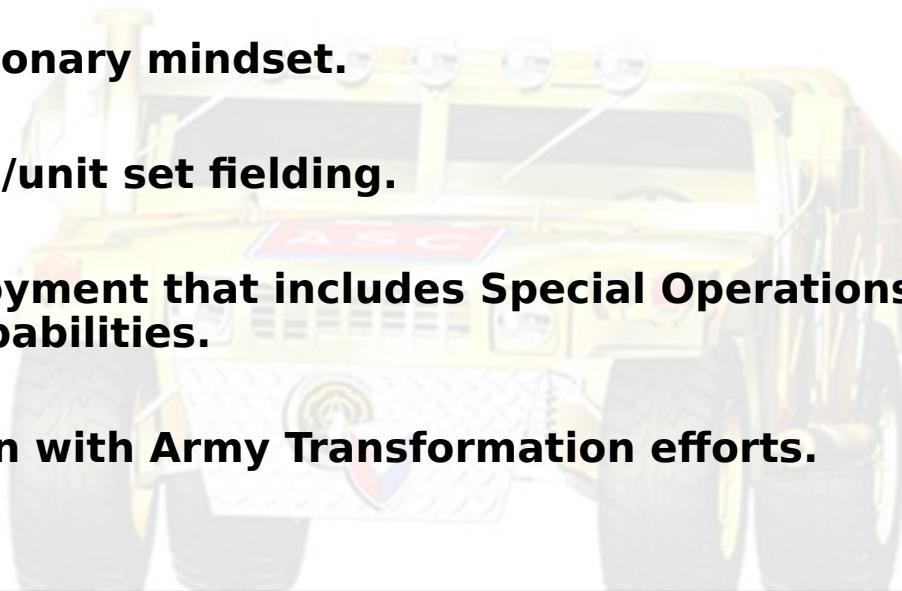
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## Why Transform the AAC?

- **The increasing complexity of warfare technology.**
- **Continuously high optempo/perstempo.**
- **Random/uncertain threat with a mandate for full spectrum warfighting capability, to include full spectrum acquisition support.**
- **Joint/Expeditionary mindset.**
- **Unit manning/unit set fielding.**
- **Unit of Employment that includes Special Operations, Civil Affairs, and other capabilities.**
- **We must align with Army Transformation efforts.**





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## **AAC Transformation Guidance**

- **The Army Acquisition Corps needs to align itself with the Army's Transformation efforts as outlined in the Army Transformation Road Map 2003.**
- **Key to the success of the AAC Transformation is a clear understanding of what I (MILDEP) expect.**
- **Purpose of issuing my intent statement is to provide you with my direction and vision for the AAC Transformation.**
- **My intent statement is to be your guiding spear through this complex and continual change process.**
- **I (MILDEP) expect each member of the Corps to use this intent statement as a reference point for everyday decision-making, initiatives, and Transformation azimuth checks”.**
- **MILDEP Intent Statement follows:**



# Message from the Senior Sponsor for AAC Transformation

## MILDEP'S INTENT

**"MILDEP's Intent:** The Army Acquisition Corps (AAC) shall transform itself in accordance with the Chief of Staff of the Army's guidance, ***Transformation Road Map 2003.***

- To be successful in this endeavor we shall develop **DTLOMS-PF solutions** that fully integrate the AAC as a core capability within the Army and Joint war fighting community, to include: validation as a Branch and/or a core capability; building a Proponency and strategic alliances with G-3, G-4, G-6, and G-8, the Army Knowledge environment, the Training and Doctrine Command (TRADOC), Army Materiel Command (AMC), the Army Logistics Enterprise, Defense Contract Management Agency (DCMA), Army Test and Evaluation Command (ATEC); and full participation and integration in common military decision making processes (MDMP) at the strategic, operational, and tactical levels.
- The AAC shall develop flexible acquisition officers and civilian leaders that possess a diverse and well-rounded background in the supporting functions and phases of acquisition who are prepared to **lead** any complex, multi-functional acquisition command, agency, organization, or team supported by a functionally expert, relevant, and ready workforce.
- The critical outcomes of the AAC Transformation will be a well-developed **core capability** in acquiring the **"M" in DTLOMS-PF, i.e., materiel, sustainment and service solutions** for the Current and Future Force that possesses a joint, multi-agency, and multi-national footprint with an equally critical mission to provide **full spectrum acquisition support**, inserting those materiel and service solutions across the full spectrum of military operations.
- Included in this core Army capability are **all elements of the AAC workforce**, i.e., military and civilian, contractors on the battlefield, and in-the-zone industrial base



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# Transformation Strategic Goals

## ▪ Army Transformation

- Providing relevant and ready land power to combatant commanders
- Training and equipping Soldiers to grow as adaptive leaders and serve as warriors
- Attaining a quality of life for Soldiers and their families that matches the quality of their service
- Providing the infrastructure to enable the force to fulfill its strategic roles and missions

## ▪ AAC transformation Strategic Goal

- Align and Horizontally Integrate AAC with the Overall Army Transformation Campaign





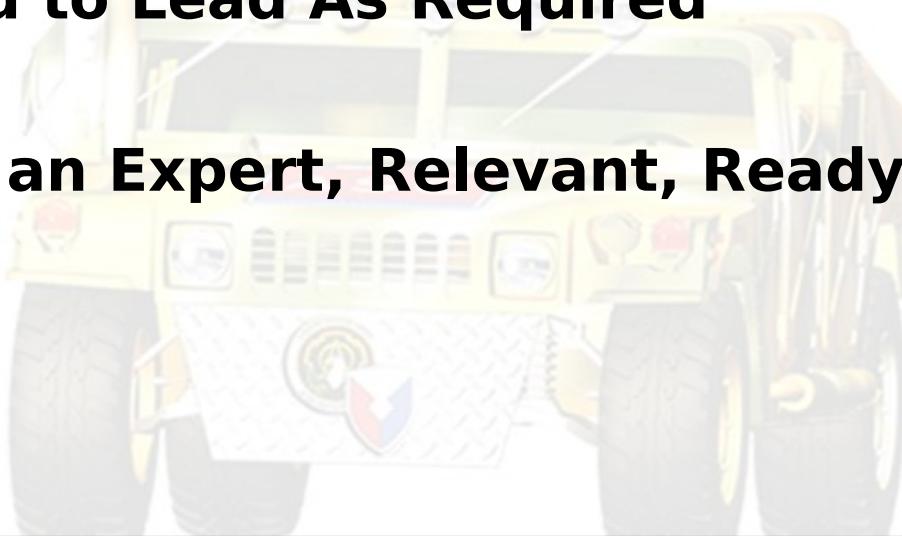
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## AAC Transformation Strategic Objectives...

- **Establish an Army ALT Core Capability**
- **Develop Flexible Well-Rounded Leaders  
Prepared to Lead As Required**
- **Develop an Expert, Relevant, Ready Workforce**



## Establish an Army ALT Core capability

### Initiatives

- ALT officers/leader developmental program
- Virtual knowledge center for AAC leaders
- AAC transformation award program
- Modular ALT forward projected footprint
- Develop get approved DAWIA reform
- Re-align military and civilian AAC education, training, and experience funding IAW evolving developmental requirements

### Initiatives

- Establish Army Acquisition Corps Special branch
- Change leadership training
- ALT Futures office
- Life Cycle Logistics area of concentration for ALT military officers
- Army Field Support Brigade
- Army Acquisition Homeland Security cell
- Integrate ARNG and USAR AAC capabilities

## Develop Flexible Well Rounded Leaders Prepared to Lead As Required

### Initiatives

- Acquisition Career management Supervisor outreach
- Military regional rotational assignment program
- LCMC MOA
- FA51 intermediate qualification course
- FA51 Basic qualification course
- Uniformed Army Scientist and Engineer program

### Initiatives

- GO and SES training program
- Competitive Development Group
- Civilian regional rotation development assignment program
- Civilian TWI program
- Civilian Leader Development program at entry level
- Six sigma training

## Develop an Expert, Relevant, Ready Workforce

### Initiatives

- Civilian Deployment handbook
- Civilian Operational Experience Program throughout Acquisition Community
- Virtual operational awareness program for the AAC workforce
- Certification requirements
- AAC Senior Service College project manager post utilization program
- Market AT&L knowledge sharing system

## Year One Focus:

### “Develop AAC Transformation”

2004

Aug

AAC Transformation Campaign Plan - Azimuth Check (Senior Leaders Conference 2004).

Sep

Ran Competition for AAC Transformation Support Team Requirement

Oct

Hired Contractor Support Team and Built Consensus Within ALT Community for ALT Core Capability.

Nov

Stood up Full-time Task Force to Build Modular Concept and Design

Dec

Reviewed Information, Gained Approval, Started Leadership Review

2005

Feb  
Mar

Azimuth Check - Acquisition Workforce Conference 05

Reset Transformation Campaign Based on Emerging

Information, Gained Approval, Started Leadership Review

# First Year Transformation Accomplishments...

## Transformation - Develop AAC Transformation

- Vetted Initial Efforts through Community Feedback Workshops
- Put “Personal” Back into Personnel - Flow-Down of OER Rating Schemes
- Rewrote DA PAM 600-3 to Reflect Move to Diversified Leader Development
- Removed Mobility Clause and Achieved Initial DAWIA Reform

## Strategic Alliances

- Put in Place LCMC MOA
- Achieved CASCOM Acceptance as ALT Proponency Sponsor and Integrator

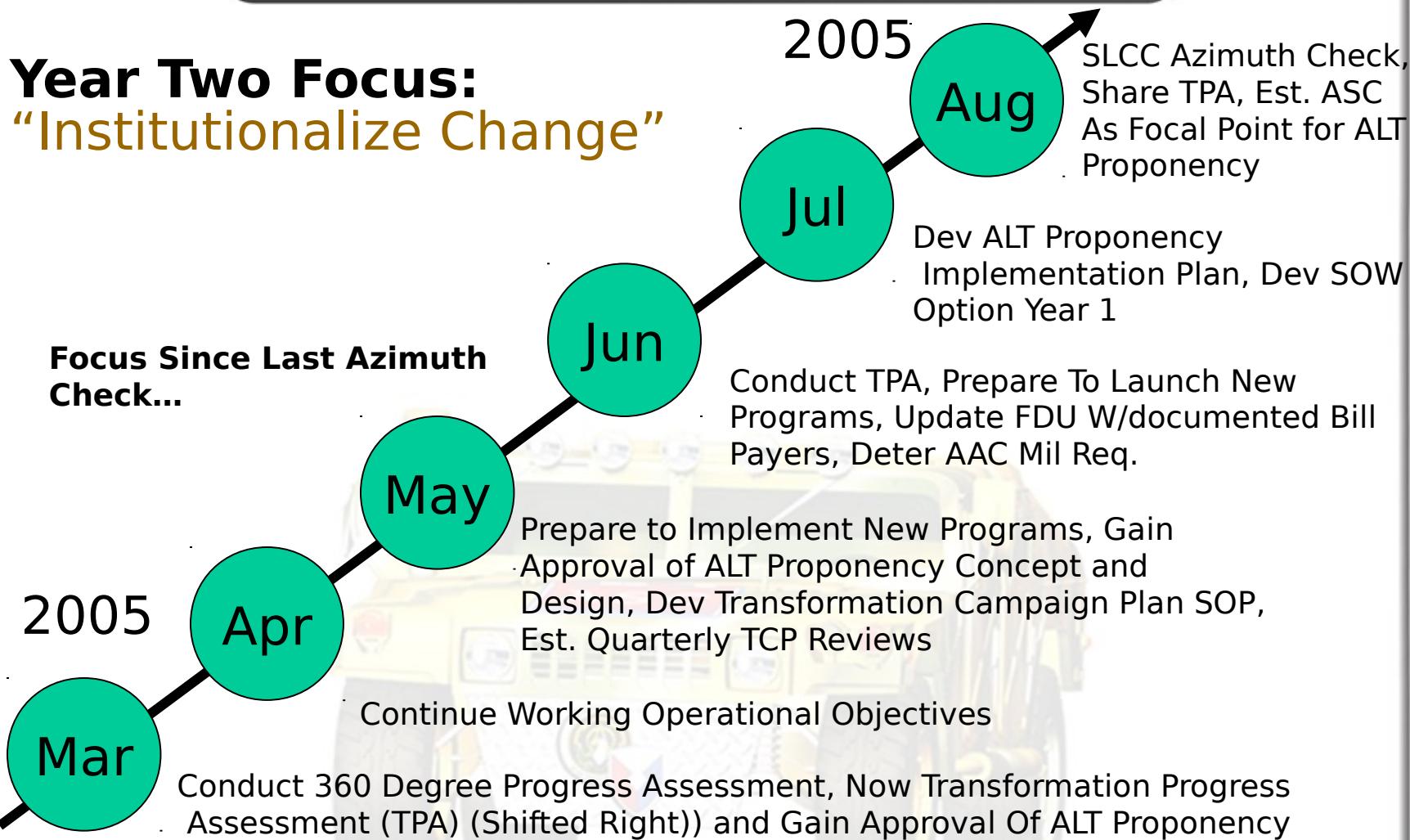
## Concept Development

- Developed the Military Regional Rotational Developmental Assignment Program
- Developed the Civilian Regional Rotational Developmental Assignment Program

## AAC as a “Player - An Army Capability”

- Chartered a Combined AL&T Design Team between AMC and ASA(ALT)
- Developed a Multi-Compo, Expeditionary, Modular ALT Concept
- Got Approval of ALT Concept and Design by AAC/AMC/Strategic Partner Community Leaders
- Successfully launched Design into the TRADOC FDU Junior Army Wide Staffing Process

## Year Two Focus: “Institutionalize Change”



## Second Year Transformation Accomplishments...

### Transformation – Institutionalize change

- AAC Transformation Campaign Plan management
  - Designed ALT Intermediate Level Education (init. 41)
  - Converted Army Acquisition Basic Course to FA 51 Basic Qual Course (init. 47)
  - Adopted Supervisor Outreach Program (init. 13)
  - Completed First round of Change Leadership Training (init. 11)
- AAC Transformation Campaign Plan accomplishments
  - **Completed 35% of transformation initiatives**

### Strategic Alliances

- Developed and integrated ALT Proponency Concept and Design
- Staffed for approval the ALT doctrine Proponency Office Implementation Plan
- Continued to jointly work the Army Field Support Brigade (AFSB) Force Design Update

### Concept Development

- Developed Transformation Campaign Plan (TCP) Standing Operation Procedure (SOP)
- Developed TCP Review

### AAC as a “Player – An Army Capability”

- Army Field Support Brigade (AFSB) - Force Design Update
- ALT Futures Office
- Determined AAC military requirements.



2005

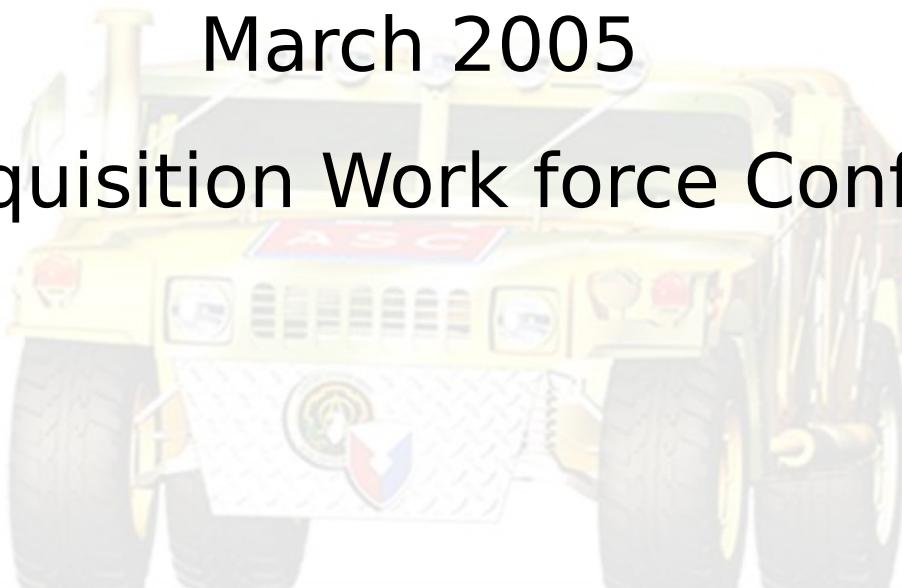
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Transformation UPDATE on  
Actions generated during the

March 2005

Army Acquisition Work force Conference



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# Updates to TCW #1 Workshop Recommendations

Init. #15 (Design, model, & get approved an ALT Proponency Team)

## Recommendations

- ASC Should be the focal point for proponency for military and civilian, in concert with CASCOM and the MILDEP's transformation Intent.
- We need the quarterly ACPB Working Group to discuss and resolve program issues.
- We need to synchronize ASC and AMB
- Proponency personnel need specific training

## Recommendation Action (s)

- **Recommendations accepted** -
- First three recommendations became initiatives 51, 52, & 53.
- **Init. #15 is TCW# 1 at SLCC.**

## Progress

- Conducting analysis of Init. 51, 52, & 53.
- Init. #15 Working concept plan & MOA for TRADOC.
- Init. #15 Currently working proponency under the AL&T Task Force efforts will transition to the ALT Futures Office.

Lead - MAJ James Bamburg

**UPDATE**

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# Updates to TCW #2 Workshop Recommendations

Init. #41 (Intermediate Level Education (ILE))

Init. #47 (Conversion of Army Acquisition Basic Course to FA 51 Basic Qual Course)

## Recommendations

- Analyze incorporating a Modeling & Simulations overview into Basic Q Course.
- Review for relevance to ATEC jobs: TST 101.
- If Procurement MOS is created, make attendance to Basic Q course mandatory to be granted MOS.
- Ensure briefing on civilian personnel mgmt, military career mgmt, Army Campaign Plan, AAC Transformation Plan.
- Ensure PPBES instruction includes details of appropriations & funding categories & budgeting.
- Online ethics training.
- Query field (PEOs) for input.
- Get word out to Reserves that AABC is available.

## Recommendation Action (s)

- All but one recommendation accepted.

- Recommendation not accepted was Analyze incorporating a M&S overview into Basic Q Course.

## Progress

Initiatives #41 & #47, all actions completed first courses JAN 06.

Lead - MAJ Aaron Brown

## Updates to TCW #3 Workshop Recommendations

Init. #13 (Supervisor Outreach Program)

Init. #46 (Civilian Leader Development Program)

### Recommendations

- Combine Initiatives #13 and #46.

### Recommendation Action (s)

- Recommendation not accepted -

### Progress

- Initiative #13 all actions completed, developing a regional training package.
- Initiative #46 IPTs begin meeting Sep 2005

Lead - Maxine Maples Kilgore #13

Lead - Mary Mc Hale #46

# Updates to CLT #1 Workshop Recommendations

Init. #11 (Develop Change Leadership Program/Training)

Init. #17 (Communication Plan)

- Init. 11:
  - Initiative leads provide current and updated status.
  - Transformation Project Lead and Change Leaders communicate regularly.
  - CLTs must communicate regularly.
- Init.17 Communications plan outside of ASC.

## **Recommendation Action (s)**

- Init 11: Recommendation accepted
- Init 17: Recommendation accepted

## **Progress:**

- Init 11
  - TCP leads not assigned as CLT members but included in VTCs & emails.
  - Schedule email updates and VTCs.
  - Scheduled Quarterly pulse check - first one conducted June 05.
  - Initiative 11 All work completed ready for closure.
- Init 17
  - Communications plan being developed.

**Lead - MAJ James Bamburg #11  
MAJ Dennis Ellison #17**

**UPDATE**

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# Updates to CLT #1 Workshop

## Recommendations

Init. #15 (Design, model, & get approved an ALT Proponency Team)

Init. # 20 (Create ALT doctrine/Revise existing doctrine)

Init. #24 (Establish ALT Training Plan)

Init. #25 (Est. ALT Leader development concept and plan)

Init. #26 (Est. ALT deployment process)

Init. #27 (Est. ALT equipment solution that is modular and pre-packaged

### Recommendations

Init. #28 (Establish Emergency Essential Civilian Personnel (EECP) program)

- Consolidate ALT Proponency Initiatives.
- ASC Should be the focal point for proponency for military and civilian, in concert with CASCOM and the MILDEP's transformation Intent.

### Recommendation Action (s)

#### • Recommendation accepted

- Init. #20, 24 - 28 combined under Init. #15

### Progress

- Working Implementation plan & MOA with CASCOM/TRADOC.
- Coordination for Stand up with 1<sup>st</sup> Uey in 05.
- TF ALT Doctrine "Tiger Team" established.
- Currently working proponency under the AL&T Task Force which will transition to the ALT Futures Office.

Lead - MAJ James  
Bamburg

**UPDATE**

## Updates to CLT #2 Workshop

### Recommendations

Init. #33 (Design an Expanded CDG Program)

#### Recommendations

- Relook program purpose (valid? needed? modify?).
- Ensure system tracks/monitors CDG graduates.
- Consider centralized assignment process. Don't tie program participation to PM application process.
- Move this objective's timetable for completion from tactical to operational.

#### Recommendation Action (s)

- **Recommendation accepted** - Init. reviewed and changes made.
- **Init. #33 is TCW #3 at SLCC.**

#### Progress

- Determined eligibility limits. (GS-13. AAC corps eligible; Senior Leader (dual track)).
- Determined mandatory training requirements. (3 dev assignments, up to 12 mos. each (1 Sr. Staff, 1 APM, 1 track specific)).

Lead - Ancel Hodges

**UPDATE**

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# Updates to CLT #2 Workshop Recommendations

Init. #12 (Re-Structure 51 Inventory for Flexibility)

## Recommendations

- All 12 civilian acquisition career fields receive basic contingency contracting training.
- Acquisition interns start their career with a six-month MSC or LCMC contracting experience.
- Target teamwork and collaboration as required skill sets.
- Move this objective's timetable for completion from tactical to operational.

## Recommendation Action (s)

**Recommendations not accepted.**

## Progress

- During TCP review, Change Process Leader decided not to continue with this initiative because it was not required.
- This initiative will be prepared for closure.

Lead - MAJ James Bamburg / MAJ Aaron Brown

## Updates to CLT #2 Workshop Recommendations

Init. #19 (Develop Executive Training Program)

### Recommendations

- Target teamwork and collaboration as required skill sets.
- Move this objective's timetable for completion from tactical to operational.

### Recommendation Action (s)

- Recommendation accepted - except movement from tactical to operational.

### Progress

- AAC funded "pilot"
  - Transferred funds to DAU.
  - ELP locations identified.
  - Developing Operational Exp Comp.

Lead - Ms. Thomasine

Coleman

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# Updates to CLT #3 Workshop Recommendations

Init. #7 (Design, get approved, & distribute a civilian deployment handbook)

## Recommendations

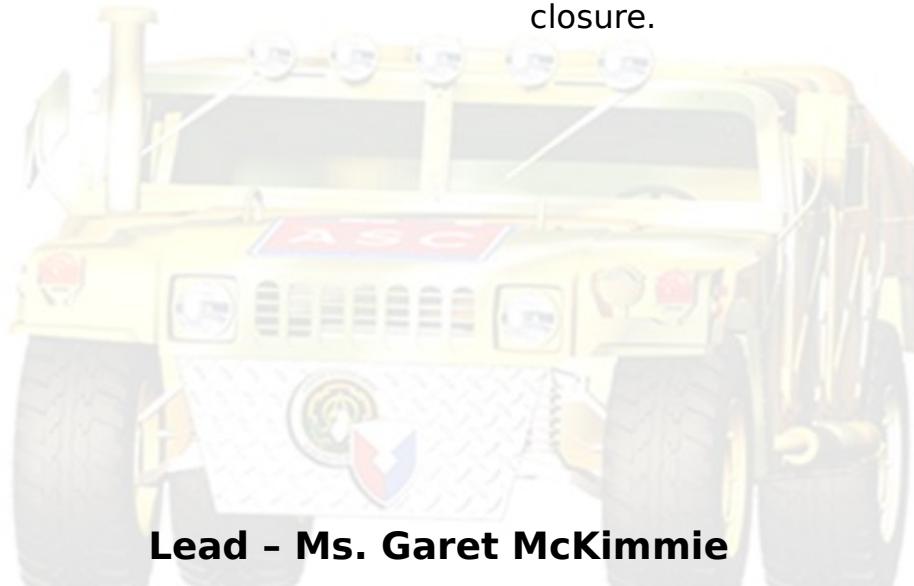
- Create a handbook location.

## Recommendation Action (s)

- Recommendation accepted -

## Progress

- Handbook stored on AKO.
- All actions completed Initiative ready for closure.



**Lead - Ms. Garet McKimmie**

**UPDATE**

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## Updates to CLT #3 Workshop Recommendations

Init. #8 (Develop Civilian Operational Experience Program (COEP)

### Recommendations

- Push implementation to the right.

### Recommendation Action (s)

Recommendation accepted -

- **Init.#8 is TCW #2 at SLCC.**

### Progress

- Developed an awareness campaign for the current catalog of existing by-phased capabilities.
  - Developed a series of articles.
  - Communicated and coordinated activation with strategic partners.
  - Posted all relevant information on AKO Knowledge Center.

Lead - Ms. Ellen Elgart

## Updates to CLT #3 Workshop Recommendations

Init. # 31 (Provide a virtual operational awareness program for the AT&L workforce)

### Recommendations

- Coordinate with force development (FD) for current, relevant information to “green” the workforce.

### Recommendation Action (s)

- Recommendation not accepted-

### Progress

- After review by Change Process Leader, this initiative is scheduled for deletion.

Lead - MAJ Dennis Ellison

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## Updates to CLT #3 Workshop Recommendations

Init. # 40 (Continue to improve and execute advanced education and training with industry programs)

### **Recommendations**

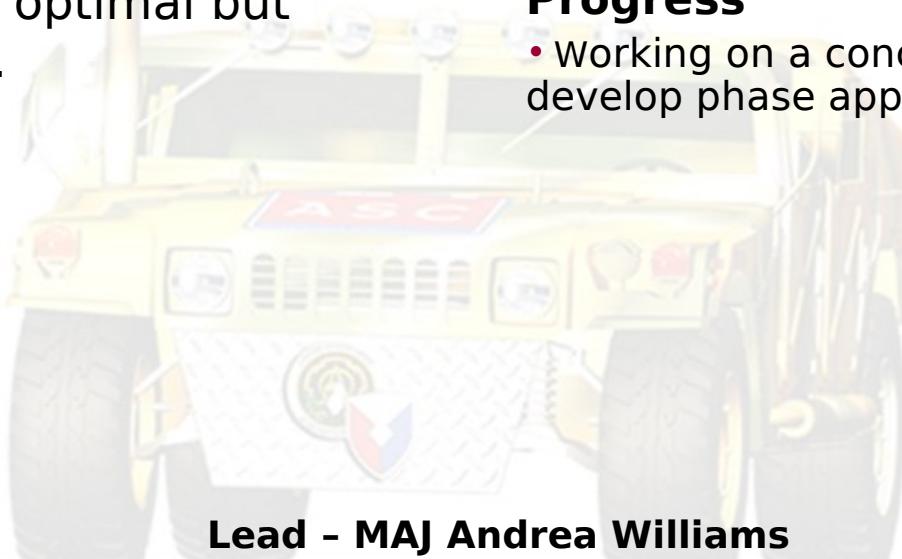
Phased approach starting at the local level - one on one exchange optimal but not necessary.

### **Recommendation Action (s)**

- Recommendation accepted -

### **Progress**

- Working on a concept plan to develop phase approached.



**Lead - MAJ Andrea Williams**

**UPDATE**

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# Updates to CLT #3 Workshop Recommendations

Init. # 44 (Establish consequences for not meeting certification requirements)

## Recommendations

- MILDEP policy memorandum to place responsibility in supervisor's and employee's performance objectives.

## Recommendation Action (s)

- Recommendation accepted -

## Progress

- Policy memo staffed.
  - Utilize current ASC metric reporting system.
  - Staff input indicates that certification requirements exist already as a condition of employment and currently available consequences for failing to meet certification requirements must be re-emphasized.

Lead - Ancel Hodges

## Transformation Conference Activities

- Change Leadership Training (Conducted Monday)
- Transformation Community Workshops
  - TCW #1 ALT Futures Office
  - TCW #2 Civilian Operational Experience Program
  - TCW #3 Competitive Development Group
- Change Leadership Team Azimuth Check Working Session
- Report out to Senior Sponsor and Senior Process Leader of the Campaign (AAC and AMC Senior leadership)
- Open Forum Out brief

# EQUIPPING THE SOLDIER...



# AROUND THE WORLD



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# BACKUP



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# Self Assessment...

Green: Glide Path Amber: Minor Issues Red: Major Issues	Initiative Status	Comments/ Issues
		<b>29 September 04 - Contract awarded to SYColeman to assist in AAC Transformation, which includes all areas identified below (not all inclusive)</b>
Force Design Update (FDU)	Green	<ul style="list-style-type: none"> <li>• Est. TF ALT (Oct - Dec 04) Dev. Initial FDU concept plan, Operations and Organization Plan; Dev. FDU Briefing; Conducted coordination with strategic partners.</li> <li>• Est. "Tiger Teams" (Dec to current to work issues such as ALT Proprietary, Doctrine, Deployment process; FDU TOE solution sets; Stationing, FAA, etc</li> <li>• Following Army World-wide staffing - answered resourcing questions and updated FDU to address resource issues, as well as addressed Senior Leader guidance to support 8 vs. 4 AFSBs (Scheduled meetings for completion NLT June 05)</li> <li>• Contracted Contractor Support Team (CST) to assist</li> </ul>
Functional Area Analysis (FAA)	Green	<ul style="list-style-type: none"> <li>• Appointed a FAA "Tiger Team"</li> <li>• Coordinated with DA G3 for Timelines - Briefing currently scheduled for 18 July (could shift right due to Mr. Kee's (AMC) calendar</li> <li>• Briefing being worked in concert with FDU update</li> </ul>
Capabilities Need Analysis (CNA)	Red	<ul style="list-style-type: none"> <li>• Battle handover to COL Johnson as ALT CO-lead</li> <li>• Need analysis and review of data points to determine feasibility of participating</li> </ul>
TF IPTs (Tiger Teams)	Green	<ul style="list-style-type: none"> <li>• Established Jan 05 and reconvened TF IPTs after disband of TF ALT</li> <li>• Meets monthly to update (est. briefing format)</li> <li>• Strategic Partners are members of "Tiger Teams"</li> <li>• Working current FDU update, FAA, MAPL, ALT Proprietary, etc</li> <li>• Hired Contractor Support Team (CST) to assist</li> </ul>

# Self Assessment Cont...

Green: Glide Path Amber: Minor Issues Red: Major Issues	Initiative Status	Comments/ Issues
AAC Charter	Green	<ul style="list-style-type: none"> <li>• Est. Chartered Executive Transformation Steering Team - 31 March 04</li> <li>• Appointed Change Leadership Team (CLT) members (PEOs and other strategic partners)</li> <li>• Latest charter update - April 05</li> <li>• CLT members participation in VTC and Conferences</li> <li>• CLT members updated as warranted (will make adjustments for next charter signing)</li> <li>• ALT Proponency Commander appointed - COL Azemar (need update)</li> <li>• TF IPT Co- lead appointed - COL Johnson (need update)</li> <li>• Honored CLT request for more coordination and interaction - will conduct monthly emails and conduct Quarterly VTCs</li> <li>• Hired Contractor Support Team (CST)</li> </ul>
Transformation Campaign Plan (TCP)	Green	<ul style="list-style-type: none"> <li>• Aggressive working initiatives - but needed process improvement</li> <li>• Revisions, to include recommendations from Mar conference</li> <li>• Id new ASC initiative leads and improved accountability of ASC project leads (collection of data needed improvement)</li> <li>• Developed TCP new process, to include ASC Division Chiefs involvement and linkage to ASAALT Strategic Transformation planning</li> <li>• Dev. ASC TCP SOP - includes Milestone Schedule, Concept Action Plan (CAP) chart, and timelines</li> <li>• Est. Monthly CAP chart updates from ASC Division Chiefs to Transformation Cell</li> <li>• Est. Quarterly TCP Review - Division Chiefs to ASC Commander</li> <li>• Division Chiefs Strategic updates during Quarterly QSR</li> <li>• Est. Quarterly VTCs</li> <li>• At a minimum, Six (6) Initiatives briefed and facilitated at conferences as workshops</li> </ul>

# Self Assessment Cont...

Green: Glide Path Amber: Minor Issues Red: Major Issues	Initiative Status	Comments/ Issues
<b>Change Leadership Training</b>		<ul style="list-style-type: none"> <li>•Hired Contractor Support Team (CST) to develop training</li> <li>•Presented at March Acquisition Workforce Conference</li> <li>•Revisions, to include recommendations from March Conference</li> <li>•Preparing briefings and PE's for August SLCC</li> <li>•Considering how to integrate "Six Sigma" data and info on globalization</li> <li>•Mr. Blaise Durante to attend SLCC as "Ground Truth" session lead.</li> </ul>
<b>Transformation Progress Assessment (formerly 360 degree)</b>		<ul style="list-style-type: none"> <li>•Transformation Progress Assessment (TPA) started in Oct 04 (briefed initial construct, timelines, sample survey questions, etc)</li> <li>•TPA put on hold by Col Dellarocco in Dec 04</li> <li>•Mar 05 - MAJ Kollhoff meeting with SYColeman to change assessment scope (data points, timelines, resourcing not finalized)</li> <li>•June 05 - MAJ Bamburg meeting with SYColeman for contract modification and to stand up team to conduct assessment on reduced timeline for data to be presented at SLCC</li> <li>•Jul /Aug 05 - SYColeman developing survey questions/execution</li> </ul>
<b>SLCC (August)</b>		<ul style="list-style-type: none"> <li>•Developed OPORD</li> <li>•May 05 - held VTC with CLT and Workshop leads</li> <li>•15 June 05 - held VTC for TCP Project Leads to brief CLT</li> <li>•Transformation Cell bi-weekly meetings with Overall conference POCs</li> <li>•CST briefing support</li> <li>•Upcoming VTC - 27 July 05</li> <li>•Need to get clarification on AFSB briefing, ALT Propensity workshop briefing, and MILDEP Transformation remarks</li> </ul>

## Self Assessment Cont...

Green: Glide Path Amber: Minor Issues Red: Major Issues	Initiative Status	Comments/ Issues
<b>AKO Utilization</b>		<ul style="list-style-type: none"><li>• Oct 04 - CST trained to use AKO</li><li>• CST post data as needed (FDU, FAA, Briefings, TCP initiatives, conference threaded discussion, etc)</li><li>• Developed AKO transformation links</li><li>• Continuously reaching out Strategic Partners</li><li>• Primary means for coordination, updates, info flow</li><li>• Performed daily maintenance, updated, and downloaded files on the ALT Proponency Web site on AKO in support of the Enterprise Design Team IPT</li></ul>
<b>Transformation Community Updates (TCU)</b>		<ul style="list-style-type: none"><li>• CST monthly updates for review and approval</li><li>• When applicable, TCU submitted for Transformation Articles</li><li>• CST ALT Proponency web page statistics prepared as needed</li></ul>
<b>Strategic Alliances</b>		<ul style="list-style-type: none"><li>• Continuous coordination with AMC, ACA, PEOs, CLT members, ARNG, USAR, HRC, G-1, G-3, TRADOC, CASCOM, and others as required</li><li>• Membership at TF IPT and on "Tiger Teams"</li><li>• Appointed as Assist on some TCP initiatives</li><li>• CLT members recognition as guiding coalition to TCP and attends conferences</li><li>• ASC/AMC combined August SLCC</li><li>• ASC recognition of departing CLT members (pending)</li></ul>

## Year Two/Three: Way Ahead... Continue to Institutionalize Change"

